

REPORT OF INVESTIGATION

TO: The Special Committee of the NPR Board of Directors

FROM: Grace E. Speights
Margaret E. Rodgers Schmidt
Jocelyn R. Cuttino

DATE: February 19, 2018

SUBJECT: Report of Independent Investigation into Allegations of Sexual Harassment at NPR

EXECUTIVE SUMMARY

The Special Committee of the NPR Board of Directors retained Morgan Lewis to conduct an independent investigation to determine what management knew about allegations of sexual harassment by Michael Oreskes, the former Senior Vice President of News; when management became aware of such allegations; and what, if anything, management did when it learned about the allegations. In the context of this investigation, the Special Committee also requested that we review past complaints of sexual harassment and how they were handled, and NPR's processes and procedures for reporting, investigating, and responding to complaints of sexual harassment in order to make recommendations for process improvements going forward.

Morgan Lewis conducted a two-month investigation as requested by the Special Committee. The results of the investigation are set forth in this report. In summary, there was a flag raised about questionable conduct by Mr. Oreskes during the hiring process. Once hired, flags were raised as early as October 2015. Additional flags were raised in the spring of 2016 through October 2017. Various members of management and legal knew about these flags at various points in time between October 2015 and October 2017. Attempts by several members of management and legal to counsel Mr. Oreskes about his inappropriate behavior were unsuccessful.

With respect to NPR's processes and procedures for reporting, investigating, and responding to complaints of sexual harassment, our investigation revealed that there are areas that can be improved. We have set forth our recommendations later in this report.

REPORT OF INVESTIGATION

I. Background

This investigation was commissioned following reports of sexual harassment and the subsequent termination of former Senior Vice President (SVP) of News, Michael Oreskes. The primary questions presented in this investigation with respect to the allegations against Mr. Oreskes are (1) when did NPR leadership first learn of the allegations and (2) what action, if any, was taken in response to the allegations. While the circumstances leading to the retention of our firm center on Mr. Oreskes, our investigation was not limited to Mr. Oreskes or any other individuals.

During the course of our investigation, we received a significant amount of feedback about the perception of a culture at NPR that favors men. In almost all cases, this feedback did not relay allegations of sexual

Report Of Investigation Format

JG Myers



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Manual for Investigation of Coal Mining Accidents and Other Occurrences Relating to Health and Safety

United States. Mining Enforcement and Safety Administration,1977 *Military Police Traffic Accident Reports and Investigation* United States. Department of the Army,1975 Report United States. Congress. House, Basic Guide to Accident Investigation and Loss Control Jeffrey W. Vincoli,1994-08-16 When an industrial accident occurs who gets the job of investigation and loss control In most businesses it s managers and line supervisors whether or not they have any idea how to proceed Now there s a ready to use guide to organizing and conducting accident investigations Basic Guide to Accident Investigation and Loss Control The most important objective in accident investigation is not to establish blame but to reveal cause and prevent recurrence Basic Guide to Accident Investigation and Loss Control uses a cause and prevention approach to help you start with the most productive strategy and finish with the most usable results Case studies are included to present real world applications of the principles and techniques of modern accident investigation This vital resource gives you a brief grounding in the principles of accident investigation plus how to instructions for every step of the job Initial response and public relations Choosing investigators Interviewing witnesses Documenting the scene The book shows you all the tools and techniques of the trade with full chapters on Assembling an accident investigation kit Making the best use of photography Collecting written evidence Fault tree analysis Management Oversight and Risk Tree MORT There s even a sample accident investigation checklist readily adaptable to all businesses If you re responsible for reporting what happened why it happened and how to keep it from happening again then you need Basic Guide to Accident Investigation and Loss Control About the Wiley Basic Guide Series The Wiley Basic Guide Series focuses on topics of interest to today s safety and health professionals These manuals promote a quick and easy familiarity with certain subject areas that may be outside the professional s main field but are required knowledge on the job Medical Malpractice Claims Investigation Nancy Acerbo-Kozuchowski,Nancy Acerbo-Avalone,Katherine Kremer,1997 The book is designed as a primer for claims investigators health care managers QA/QI personnel in house counsel paralegals personal injury attorneys and others whose duties include the investigation of actual and potential medical malpractice lawsuits It can be used as a desktop reference self study guide or as part of a formal orientation program for risk managers and quality assurance personnel The book contains a step by step description of the claims investigation It also provides instruction on reviewing medical records identifying adverse patient occurrences selecting locating and interviewing personnel involved in occurrences analyzing investigative findings and writing the investigation report **Investigation of Mining Accidents and Other Occurrences Relating to Health and Safety** United States. Office of the Administrator, Coal Mine Safety and Health,1988 *The Process of Investigation* Charles A. Sennewald,John Tsukayama,2014-12-30 The Process of Investigation Fourth Edition addresses the needs of today s private sector investigative professional by providing a full spectrum treatment of the investigative process from case

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Death and Accident Investigation Protocols Mary H. Dudley, 2013-06-13 Through an examination and assessment of the body at a death scene the medicolegal death investigator MLDI must be able to recognize circumstances that point to what manner of death occurred be it natural causes homicide suicide accident or undetermined A handy reference for use in the field and in the lab Death and Accident Investigation Protocols provides 34 checklists and forms to help investigators make these determinations Categories of death covered in this guide include Aircraft and motor vehicle accident Alcohol and drug related Blunt and sharp force injury Drowning Electrocution exposure and fire Gunshot Hanging Hospital and nursing home related Infectious disease Natural causes Occupational exposure Poison and toxic substances Sexual assault Suicide Formatted as a convenient 8 1/2 x 11 spiral bound book this manual helps investigators know what to look for what questions to ask and how to categorize the scene and the physical injuries The forms in the book can either be copied for use or downloaded from an accompanying CD which allows for easy form modification The text includes descriptive illustrations and diagrams associated with various categories of death An essential tool for the busy investigator the book facilitates the organization of information for a myriad of death scenarios **Process of Investigation** Charles A. Sennewald, John Tsukayama, 2006-05-15 The Process of Investigation Third Edition is a book written to address the needs of the private investigator in the security field Continuing in the tradition of its previous editions this book covers essential topics which are often overlooked in works that concentrate on the public aspects of investigation Investigative skills such as surveillance techniques interviewing and interrogation evidence and confessions and written statements are all discussed and supplemented with updated case studies and examples from the authors own experiences Major revisions to The Process of Investigation include mention and coverage of the effects of 9 11 on the security industry the need to incorporate awareness of terrorism and terrorist activities when investigating any suspicious behavior and two completely new chapters Chapter 10 discusses interviewing and interrogations and is written by Doug Wicklander and Dave Zulawski premier experts in the field Chapter 23 addresses the issues of workplace violence and includes coverage of stalking domestic violence spillover into

workplaces red flags and the Theory of Threat Assessment and Management TAM among other topics Additionally other more minor modifications in legislation that have been passed and implemented since the last edition are addressed throughout the book Serves as a valuable reference tool for both the student and the professional Contains practical information that can be utilized in real life investigative situations Includes two brand new chapters about interviewing interrogations and the Theory of Threat Assessment and Management *Report Writing for Architects* David Chappell,2014-05-16 Report Writing for Architects presents a critical review of standard report formats use in writing reports for architects It discusses a set of formats to help architects and surveyors to create good reports for their client It addresses every instance that necessitates the creation of architectural report Some of the topics covered in the book are the purpose target audience format presentation and main points of a report description style and basis of the content of report to be written creating reports connected with building projects making of feasibility report format and its content and considerations in creating a report The outline proposals report format and the scheme design format are discussed An in depth analysis of creating a progress report is given The book also covers a special report report on claim for loss and expense a report on award of extension of time format and miscellaneous reports The book can provide useful information to architects surveyors students and researchers **"Code of Massachusetts regulations, 1994"** ,1994 Archival snapshot of entire looseleaf Code of Massachusetts Regulations held by the Social Law Library of Massachusetts as of January 2020 **A Practical Guide to Effective Workplace Accident Investigation** Ron C. McKinnon,2022-05-01 This book explains how accidents and high potential near miss incidents are caused and how to eliminate recurrences by effective accident investigation methods It shows how to conduct an immediate and root cause analysis so that remedial measures can be taken to prevent a recurrence of similar events The book shows how to apply the Logical Sequence Accident Investigation Method in the case studies presented The book Provides a practical guide to accident causes investigation and prevention Explains immediate and root causes in detail Gives a number of problem solving methods for the accident investigator to use Introduces the Logical Sequence Accident Investigation Method Provides a practical accident investigation evaluation system The book discusses important topics including hazard identification and risk assessment workplace health and safety accident causation and prevention theories the updated accident domino sequence as well as safety management system standards and controls The text is primarily written for professionals and graduate students in the fields of occupational health and safety ergonomics and human factors engineering *Monthly Catalogue, United States Public Documents* ,1995 **Monthly Catalog of United States Government Publications** United States. Superintendent of Documents,1994 February issue includes Appendix entitled Directory of United States Government periodicals and subscription publications September issue includes List of depository libraries June and December issues include semiannual index Monthly Catalog of United States Government Publications ,1995 *"Code of Massachusetts regulations, 1999"* ,1999 Archival

snapshot of entire looseleaf Code of Massachusetts Regulations held by the Social Law Library of Massachusetts as of
January 2020 *Aircraft Accident and Incident Notification, Investigation, and Reporting* United States. Federal Aviation
Administration,1976 Newsprint Investigation (H. Res. 116) United States. Congress. House. Committee on Interstate and
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